2. OPERATIONS KM KIT

The purpose of this section is make knowledge management as relevant, clear and practical as possible for people working in IFAD's regional hubs and country offices, in IFAD-financed projects and in partner organizations.

You will find practical guidance on planning and undertaking KM as an essential activity during project implementation, fully integrated into the project management approach. The content in this section, as well as the useful tools, templates and other resources that are also found in this site, have been compiled into a PDF file that you can download here.

Here is a brief summary of what you will find in the kit:

OVERVIEW
IFAD-supported projects face many challenges in designing and implementing a KM plan. This section presents the main purpose of the toolkit, and of managing and sharing knowledge in all IFAD operations: to support learning, adaptation and improved project performance during implementation; to capture, use and share lessons learned; to improve the design of new projects; to influence policy processes and scale up successes; or to raise awareness of project activities and results, and publicize successful experiences.

INTEGRATING KM IN PROJECTS
This section describes the elements of an integrated approach to KM in project implementation. It combines a number of functions and activities into a coherent and flexible project management system geared to performance enhancement. This "integrated KM system" was developed with project staff in more than 30 projects in East and Southern Africa between 2009 and 2012.

KEY STEPS
IFAD-supported projects can face challenges in designing and implementing a KM plan. Often the concept and objectives of KM are not clear; the main roles and responsibilities are not assigned and there are limited resources. This section presents nine key steps towards successful KM in a project or programme, including guidance on how to develop a KM plan.

DEVELOPING & DISSEMINATING KNOWLEDGE PRODUCTS
This section provides guidance on how to develop and disseminate knowledge products as part of a project's overall KM plan. There are many issues to pay attention to, including the need to identify the key stakeholders and audiences; the importance of deciding what knowledge products will be better

(considering their purpose and how best to package them); the need to plan dissemination channels and events; and of working with different partners.

ASSESSING KM INITIATIVES
THIS SECTION NEEDS TO BE DEVELOPED
This will include guidance on how to monitor a KM plan, with examples of indicators and assessment methods

EXAMPLES OF KM INITIATIVES

OVERVIEW

When an effective KM system is in place, the knowledge generated in operations will feed back into the implementation of ongoing projects, into the design of new projects, into policy and strategy development processes, and out to development partners and beneficiaries to raise visibility of project results, and to use in other ways.

IFAD-supported projects can face challenges in designing and implementing a KM plan. Often the concept and objectives of KM are not clear, roles and responsibilities are not assigned and there are limited resources. KM can be disconnected from other aspects of project implementation, such as the project M&E system and communications.

Instead, KM activities should be fully part of the project management approach. KM builds on project M&E, is supported by systematic information management, and is closely aligned with internal and external communication, for example to ensure knowledge sharing with partners, and visibility of project results and successes. [See the IFAD Communications Toolkit for guidance on your communications activities].

All of these elements should be linked into an overall KM system that supports learning and adaptation for improved project performance, and enables a project to develop, disseminate and use knowledge products. See the more detailed explanation of what an integrated KM system looks like in Integrating KM in projects.

Why manage and share knowledge in operations?
- To support learning, adaptation and improved project performance during implementation
- To capture, use and share lessons learned
- To improve the design of new projects
- To influence policy processes and scale up successes
- To raise awareness of project activities and results, and publicize successful experiences
- To boost the project profile among decision makers
- To engage with and inform rural people about project activities
- To build a community of stakeholders

The relationship with a project's monitoring and evaluation system (M&E) is especially important. Documented lessons and good practice should be based on data from M&E and impact assessment,

which gives them more credibility and makes them more relevant. Conversely, KM approaches and tools can complement M&E data by revealing why an initiative was successful (or not). For example, analysis and documentation of lessons from experience can help in understanding the factors that contributed to a success or failure, enabling the story behind the impact to be told.

Development and dissemination of knowledge products is another important element of a project's KM activities. Knowledge products are based on assessment and analysis of the information generated by the M&E system, as well as analysis, validation and documentation of lessons from experience in implementation. Planning, including identification of purpose, target audiences and channels for dissemination, will ensure knowledge products are relevant and more likely to be used. These include analytical products, and others that are oriented towards promotion of project achievements, advocacy, or simply openness and transparency regarding the project's activities. See the more detailed guidance on the developing and dissemination of knowledge products in the respective section ([Knowledge products](#)).

INTEGRATING KM IN PROJECTS

Knowledge management in projects is fundamentally about how to use knowledge more effectively to improve project performance in order to achieve better results and impact. This section describes an integrated approach to project KM and learning, developed with project staff in more than 30 IFAD-financed projects in Eastern and Southern Africa. Its purpose is to help the project team build a culture of learning and adaptation as a basis for successful KM.

Today, it is accepted that KM is primarily about people and how they connect, collaborate, learn and share, supported by processes and systems, tools and approaches. This is why it is important to have the right incentives to motivate learning and knowledge sharing. See the section on incentives below.

KM activities and outputs like learning events, studies, lessons from experience, studies and other knowledge products are important. Equally important is taking time out to reflect, learn and share within the project team. The knowledge management and learning approach outlined in this section integrates a number of functions and activities into a coherent and flexible project management system geared to performance enhancement.

FIVE INTERCONNECTED FUNCTIONS
Five interconnected functions form the foundation of the integrated KM and learning approach:

<u>Learning and adaptation</u>
Learning and adaptation underpin the project management approach, driven by the motivation to change and improve continuously. Key features are:
- Seeking rapid feedback to inform decision making
- Learning lessons to improve performance
- Regular reviews for collective decision making
- Documentation of decisions that lead to change
- Flexibility to use new knowledge and opportunities
- Opening space for change

Monitoring and evaluation

Besides tracking progress, learning-oriented M&E also focuses on process monitoring, which looks deeply at the effectiveness and efficiency of the ways that results are supposed to be achieved. Lessons are drawn from both data and experience, and getting evidence into use during implementation is emphasized. Key features are:

- Setting learning questions, benchmarks and indicators
- Collecting qualitative and quantitative data
- Analysing experience, information & data
- Tracking and assessing progress & challenges
- Monitoring process
- Continuous follow-up on progress & performance

Internal and External Communication

Communication generally focuses strongly on knowledge product development and dissemination, and on creating visibility of the project and its successes. In the integrated KM system, communication has additional aims: it fosters a culture of information sharing, teamwork, feedback and appreciation within a project. It aims to use the ideas of the whole team and reduce hierarchy so that information and knowledge can flow freely, rapidly and without fear. Key features are:

- Internal communication to support learning
- Fostering team work and joint responsibility
- Culture of feedback and appreciation
- Creating visibility and advocacy
- Sharing lessons across projects & organizations
- Planned, targeted communication and packaging
- Culture of information sharing & seeking
- Nurturing common understanding of issues

Innovation and Experimentation

In an integrated KM and learning approach, experimentation with new ideas by people at any level, inside and outside the project, is part of implementation. It enables the project team to continuously gain experience with new ideas and approaches. This fosters creativity and problem solving, and allows rapid scaling up of good ideas and approaches that work during the project lifetime. Key features are:

- Sourcing new ideas & innovations
- Seeking and embracing new opportunities
- Enriching new ideas through communities of practice & networks
- Trying out new ideas & ways of doing things
- Fostering innovation and creativity
- Fostering culture that values new ideas

Information Management

A good information management structure enables rapid access to and sharing of the right information at the right time in the project team, and across projects. Easily accessible electronic repositories, the documentation and storage of information, and good organization form the core of information management to inform adaptive management. Key features are:

- Storing reports & lessons in electronic archives
- Capturing & documenting information
- Systematising and organizing information
- Packaging and sharing information
- Data banks

INCENTIVES

Performance incentives for project staff are often based more on compliance than on creativity and innovation. The challenge remains of how to motivate KM and learning as an integrated part of project implementation. In the experience of the projects in East and Southern Africa, the strongest driver was motivation of individuals who saw an opportunity to improve their practice, and ultimately their own careers. Processing their own challenges and finding solutions through sharing and sense making in their own teams, and addressing the real issues rather than just implementing activities was very motivating in a domain where people were seriously interested in making a difference.

The team approach was another motivating factor, where peer-to-peer motivation, encouragement, and joint thinking and problem solving generated positive and creative energy for improving performance through KM. The personal motivation to do a better job and have more impact thus became the major driver for integrating KM into daily work.

Lastly, the change in communication culture in project teams helped to motivate individuals. Simple changes like more open communication, rotating chairpersons in meetings, recognition of individual contributions, and fostering joint responsibility in teams, became important sources of energy, and made a huge difference to the motivation for performance improvement in project teams.

KEY STEPS FOR SUCCESSFUL PROJECT KM
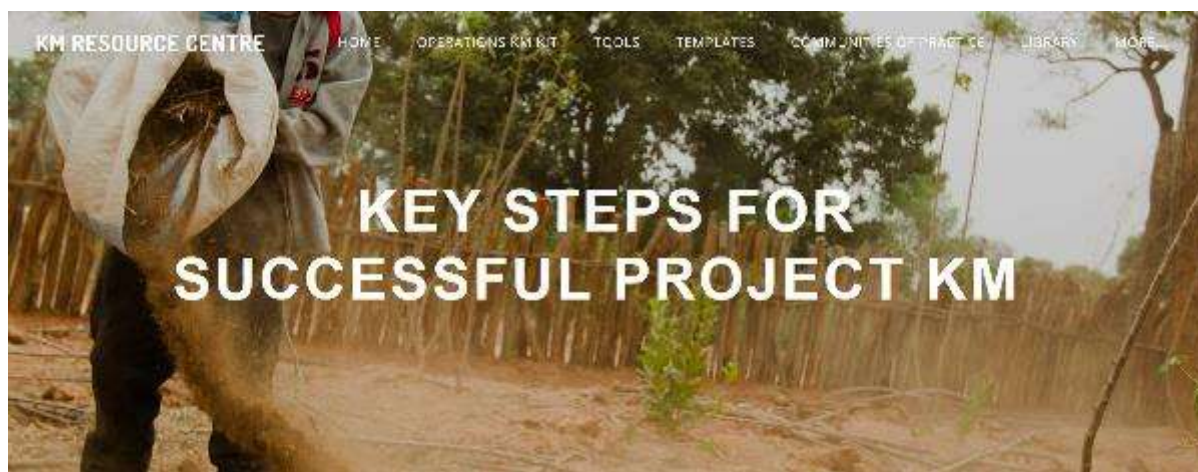
IFAD-supported projects can face challenges in designing and implementing a KM plan. Often the concept and objectives of KM are not clear; the main roles and responsibilities are not assigned and there are limited resources. What follows are a few ideas, organized around nine major steps:

1. THE BASICS
Every project/programme should have:
- A KM plan (with activities included in the annual programme of work and budget)

- Adequate resources to implement the KM plan

- Clear responsibilities assigned for KM implementation (including M&E and progress reporting)

- Capacities in KM skills

- Basic information management system linked to M&E

- Communications plan

2. CONSIDER KM DURING THE PROJECT DESIGN PHASE
The project design document should include a broad outline of the purpose of KM and the main expected outputs and outcomes. The more detailed KM strategy and/or plan are best finalized at the start of project implementation with the project management team and staff, to ensure their full involvement and ownership. Here are some pointers:
- Ensure the purpose of project KM is clearly described in the design document, and include guidance on KM in the Project Implementation Manual.

- Assign clear responsibilities for coordinating KM activities. If feasible, include a KM Officer in the project staffing, or ensure the M&E Officer has a clear KM role, ideally included in the position title i.e. M&E and KM Officer. [See the sample ToR for a project KM Officer in the Templates section]

- Include KM-related responsibilities in the ToRs for all project staff in order to ensure they know how they contribute to project KM. [See the description of the integrated KM system for guidance]

- Discuss the KM plan at start-up to ensure project staff and stakeholders are clear about what it is and how it can contribute to continuous improvement of project performance, visibility, knowledge product development and knowledge sharing.

3. IDENTIFY THE PROJECT'S KEY KNOWLEDGE THEMES

First, ensure that all stakeholders are familiar with project documents and have a clear and common understanding of the project goal and objectives, and how they will be realized. Based on this it should then be easy to identify the project's key knowledge themes – the areas in which the project will generate knowledge – and learning questions that will guide studies, documentation and the gathering of evidence through the M&E system, studies, etc.

4. IDENTIFY THE KM GOAL AND OBJECTIVES

The goal and objectives for the project's KM activities should relate to the impact that the knowledge generated and shared will have on different sets of stakeholders. How it will be used to: improve project performance and results; develop knowledge products and raise visibility; influence policy; to trigger action that contributes to effective scaling-up; raise awareness and engagement of key stakeholders. This will help to ensure the project's KM and sharing activities play an integral part in the project achieving its development objectives.

5. LINK THE M&E SYSTEM TO KM

The KM function relies on the project's M&E system for inputs and ideas. It is essential that a functioning M&E system is established at project start-up, and that it also includes indicators to monitor KM activities (see point 8 below). Additionally, the M&E system needs to provide the data and information to answer learning questions and to feed into knowledge products generated by the project over time. The effectiveness of the M&E system and its linkages to the KM plan should be regularly reviewed.

6. DEVELOP A KM PLAN

Based on the identified project knowledge themes, and the agreed goals and objectives of the project's KM activities, a simple KM Plan should be developed [click here to see a template for a KM and learning plan]. This should include a detailed work plan and budget for Year 1 and an indicative plan covering the subsequent 2-3 years, to be updated annually. Expected outputs and outcomes should be identified. The planned activities should, at a minimum, support: capture, analysis, use and sharing of lessons learned and results during implementation; development of knowledge products; internal process for broad consultation with IFAD target groups; analytical work building on project M&E data; dissemination of knowledge products to increase visibility of project results and successes. (See also the IFAD Communications Toolkit for guidance on things like branding, publishing, dissemination, and use of social media).

Expected **outcomes** of KM activities could include:
- Operational effectiveness and efficiency are improved.
- Best practices and lessons learned are consistently used in project implementation, and disseminated to other projects and partners.
- Needs and priorities of target groups more consistently addressed through knowledge and learning initiatives.
- Successful experiences are scaled up based on solid evidence-based and technical knowledge on what works and why.
- Project knowledge products are used in policy engagement.
- Information management supports efficiency in operations.

The expected **outputs** could include:

- Documented lessons
- Knowledge products to support policy dialogue, advocacy and visibility
- Regular learning events (for example, project learning days; country programme team meetings; country programme implementation reviews; knowledge events to support policy engagement, etc.)
- Information materials and training for target groups based on needs assessments
- Thematic networks/communities
- Knowledge partnerships
- KM capacity building initiatives

7. INCORPORATE KM IN THE ANNUAL WORK PLAN AND BUDGET

It is important to do this to ensure that activities are adequately planned and resourced. Update the KM work plan and budget annually. This will enable project staff to distil the lessons learned during implementation, use them and disseminate them to interested stakeholders.

8. MONITOR KM ACTIVITIES

Each year, as part of the overall AWPB preparation process, the KM plan should be reviewed and updated, taking into account progress and lessons learned, the evolution of the project and potential changes in knowledge themes, and opportunities for new or different KM products. Weaknesses or gaps in the information being obtained from the M&E system should be highlighted and the necessary improvements made to the M&E system itself. The effectiveness of the KM plan should also be monitored through the project's own M&E systems, which should include indicators related to KM plan objectives and activities (i.e. number of knowledge products, participation in relevant fora, knowledge products used in policy engagement, number of lessons learned and innovations documented and shared, etc.). KM is now rated at supervision, so it may be useful to refer to the criteria included in the supervisions guidelines. The KM plan should also be assessed at the Mid-Term Review.

9. GET STARTED

Once the KM plan is developed, budget is allocated and responsibilities are clear, activities can get underway. Good practice would be to create an on-line repository at start-up, where resources can be stored, including documented lessons and other knowledge products, photos, videos, that can be easily retrieved, used and shared throughout the project lifetime. Sharing of information within the country programme, with partner and stakeholders and with IFAD HQ on new products, new data, help needed, lessons learned should become part of regular project activities.

ASSESSING KM INITIATIVES

This section is coming soon. It will include guidance on how to monitor KM initiatives, with examples of indicators and assessment methods.

EXAMPLES OF KM INITIATIVES IN IFAD

Why do we need Knowledge Management champions at IFAD?

By Laura Sollazzo

KM champions have a big impact on IFAD's effectiveness. They advocate and spread compelling messages on the benefits of KM within IFAD and with our partners. They also generate interest and endorse KM initiatives in projects. They are knowledge brokers by default because they connect teams and programmes by breaking down silos. KM champions are not nominated based on their job profiles, they naturally work their way into the role through experience and by gaining the trust of their peers and managers.

Would you be interested to become a KM champion?

We need knowledge champions in IFAD so that we can use the best solutions available to address challenges to improve the livelihoods of the rural poor. Knowledge champions not only advocate about success stories to different parts of the organization and beyond, they bring along a strong learning agenda that allows innovations to emerge in projects. Any staff can receive training on how to become a knowledge champion. Being a KM enthusiast is just one of the prerequisites. Also important, are facilitation and influencing skills as well as story-telling, the ability to bring people together, listening and grasping the big picture.

KM champions in action at IFAD

Knowledge sharing is a fundamental activity that is easily embedded in what each one of us is already doing. For example, by sharing project stories of success and failure across countries and regions, you are acting as a knowledge broker and champion and contributing to scaling up what works into another geographical context.

During the KM Interact in July 2019, Nigel Brett, Director of the Asia & Pacific division gave us an example of an IFAD-funded project with the Government of Kenya on graduation models for the ultra-poor. The government was aware that IFAD had a similar project in Bangladesh involving BRAC, the world's largest NGO as a partner so the country portfolio manager at the time, proactively recruited an outstanding knowledge broker consultant as part of the design team. The knowledge broker not only contributed to identifying suitable partners for the project, she also facilitated south-south cooperation and knowledge flows by demonstrating that what worked in one region can easily be adapted to another region. This created a duplication of successful graduation models in two regions, furthering the benefits to the ultra-poor. It's safe to say that KM champions are also

change agents. When projects are aware that there are solutions to the same challenges elsewhere, it is easier to re-use those same lessons. If you think about it carefully, lessons are really not learnt unless they are re-used in other geographical contexts, in other projects or even taken-up by other organizations working for the same cause.

By sharing their experiences in IFAD's internal KM Community of Practice, KM champions triggered organizational learning and dialogue while contributing to IFAD's COVID-19 response on important issues like project repurposing, remote supervision, digital solutions, financial services and remittances.

KM champions, the more the better

IFAD is a knowledge-driven organization based on evidence and trust. Our objective is to have many more KM champions to spread the word on how to do good and less time-consuming KM and make project successes and innovations visible to the world. However, we know that time is everyone's biggest barrier. One way to overcome this is to help colleagues understand that by sharing experiences and lessons, by promoting collaboration and learning and by improving KM skills, you can actually make your work easier and save time! Help us make it a reality to un-hide IFAD's gems. If you'd like to know more about what you can do as a KM champion, contact your regional KM resource person here.

Knowledge Gap Mapping

By Juan Jose Leguia Alegria

A Knowledge Gap Map (KGM) is a management tool to signal both research and operational units where knowledge is incomplete or missing (i.e., the 'gap') and therefore can shape internal and external knowledge generation agendas.

The first objective of the KGM is to identify where existing knowledge of different intervention-outcome relationships is concentrated (knowledge bulge) and where it is lacking (knowledge gap). The first KGM exercise revealed a knowledge bulge around the effects of agricultural extension services on enhancing productivity. At the same time, a knowledge gap exists when it comes to the impacts of rangeland management techniques on climate change resilience.

The second objective of this KGM is to create a 'clearinghouse' mechanism to match knowledge gaps with projects or research units with the potential to address them. For example, the Neer-Tamba project in Burkina Faso will help increase understanding around the impacts of rangeland management on climate change resilience. In addition, an online platform will enable stakeholders to track knowledge production in the clearinghouse pipeline.

The third objective is to raise knowledge-driven investment-warnings by enabling decision-makers to prioritize proven strategies, adapt where results are weak, and reorient resources effectively. For example, our knowledge about agricultural extension services suggest their impact on productivity is weak, indicating a need to use adaptive management to improve results.

As a long-term approach, WCA plans to use this KGM to influence future project designs, research, and evaluations as well as evidence-based decision-making on investments.

APR launches a regional newsletter with a focus on knowledge management

By Ilaria Firmian

Just before the closing of a very peculiar year, the APR regional team has launched a newsletter at the end of last week!

You can read Issue #1 here!

In a historical moment when interaction is limited, we thought we would create an instrument to boost the sharing of knowledge among our division and beyond. Being based on the very simple principle of making the knowledge generated in the context of our daily work more accessible, the 'IFAD in Asia and the Pacific' newsletter will have articles and information relevant to colleagues in operations. Most of its content will have a sub-regional focus on a rotational basis and will be prepared in coordination with country teams and thematic experts. It will be published once every two months.

To subscribe to our newsletter, please fill in the dedicated form.

We hope you will find this initiative useful and look forward to many inputs and suggestions!

Why is rapid learning from IFAD's response to COVID-19 important?

By Laura Sollazzo and Tisorn Songsermsawas

Learning lessons quickly as the crisis unfolds and providing timely evidence-based and actionable recommendations to decision-makers is a key aspect of IFAD's policy engagement and overall COVID-19 response. For this reason, the KM Coordination Group has put in place an agile KM Community of Practice (CoP) platform to enable fast learning -even before the first project was approved through the IFAD's Rural Poor Stimulus Facility.

The purpose is to connect staff who have KM in their job responsibilities or are interested in KM. Its members can learn from frontline experiences in IFAD projects and other agencies on responses to COVID-19 and about challenges and opportunities related to knowledge management and organisational learning. The aim is to incentivize cross-regional knowledge exchange within the organisation and make available the best solutions based on evidence to foster the scaling-up of lessons for faster, more efficient delivery of rural development projects. This community is a closed group for IFAD staff only to join.

You can join the KM CoP on Dgroup through this link.

2.6
OPERATIONS KM KIT > KNOWLEDGE PRODUCTS

KNOWLEDGE PRODUCTS

This section provides guidance on how to develop and disseminate knowledge products as part of the project's overall KM plan. The main steps discussed here are: identifying the key stakeholders and audiences; deciding on knowledge products, their purpose and how best to package them; planning dissemination channels and events; and working with KM partners. (Readers are invited to visit the IFAD Communications Toolkit for further guidance.)

1. IDENTIFY STAKEHOLDERS AND AUDIENCES

Who are they? What are they interested in? How do we reach them? How do we engage them? Different project stakeholders have different knowledge needs. This influences the objectives and the format of the knowledge products as well as the vehicles for dissemination. The key stakeholders for a typical IFAD-supported project vary from project staff to representatives of the government, and they all require different types of information (the purpose and activities of the project, the main results and impact, policy-relevant lessons, the results of a specific study, etc.).

Stakeholders	What do they want/need to know?
Local • Project staff • Beneficiaries • Local communities • Local offices of government agencies and project partners	
National • Project partners • Other similar projects • Government agencies	

• General public	
International	
• Donors / financiers	
• Development agencies	
• CoPs / interest groups	
• Other projects	
• General public	
• Policy makers	

2. IDENTIFY KNOWLEDGE PRODUCTS

What kind of knowledge products should the project produce for the different target audiences? This decision will usually be determined by: the project's knowledge themes and learning questions, and the goals and objectives of the KM plan; and by the interests of the main stakeholders and partners. In general, a project should aim to produce knowledge products on a range of topics for a range of stakeholders. As some products are quick and easy to produce and others take a greater investment of time and resources, it may be useful to plan a pipeline of products to be released regularly. This will help to maintain the interest of stakeholders and partners, and to ensure availability of new content for project websites, social media and other dissemination channels.

The table below summarizes some of the more common knowledge products and their uses.

Types of knowledge products	Purpose
• Stories from the field • Lessons learned • Project briefs • Policy briefs	• Good for sharing information on project activities, results and lessons learned with a wide variety of audiences from beneficiaries to high level decision makers. • Typically short (a few pages) and not too technical, but with enough detail to be useful or to encourage audience to seek out more information.
• Reports and studies • Technical guidelines • Working papers • How-to-do-notes • Research publications	• Addressing topics in significant detail, normally longer and more analytical, and targeted towards audiences with specialist knowledge or interest in the topic. • Require considerable investment of time and resources to produce
• Inputs to government policies and strategies	• Opportunities to put knowledge generated by projects into action. Requires in-depth analytical work supported by evidence in order to support policy engagement efforts.
• Articles (newspaper/magazine) • Blog posts • Newsletters • Press releases	• Useful for communicating information about project activities and results achieved and reaching a wide general audience.
• Videos • Photos • Interviews • Infographics	• These make great content for dissemination through social media – but be sure to get permission before publishing videos and photos of project activities, beneficiaries, field visits etc. online. Interviews often provide good soundbites for sharing through social media, perhaps together with links to longer articles or publications.

3. DISSEMINATION

Planned development and dissemination of knowledge products helps to ensure that they are relevant, that your target audiences know about them and are more likely to actually use them. A lot of money is wasted when publications are printed and then left in boxes in a storeroom because there was no dissemination plan.

What channels exist for sharing and dissemination of knowledge and knowledge products? How can the project use them? Which dissemination channels are most suitable for which products, and for the target audiences?

Project websites, thematic websites and online communities and networks are useful for distributing success stories, lessons, updates on progress and results, specific studies and reports and more specialised or technical knowledge. Documented lessons, studies, briefs and other publications can also be disseminated in a targeted manner – for example via mailing lists, or at specific meetings and events. Outreach through social media can inform contacts about the release of new knowledge products, help to build a community around the project, and provide regular updates on progress and activities. Local and national newspapers can be a good option for sharing success stories with the general public and to raise awareness of the project activities.

Timing of the release of and communication about knowledge products is also important. For major publications, launch events can be valuable opportunities to gather partners and stakeholders to discuss the the topics and issues covered. Otherwise, it can be effective to promote knowledge products at relevant events – for example workshops, learning events, national or international conferences, or visits of politicians to the project area.

A dissemination plan for knowledge products, as the one in the templates section, may include: a launch event; targeted email distribution to key audiences; dissemination through formal networks and communities; announcements on social media and on the project website at the time of launch; blog posts; periodic events organized by the project and other key events at local, regional, national and international levels.

Before disseminating knowledge products, in particular before contacting the media or using social media, consult the IFAD Communications Toolkit for guidance on dos and don'ts.

Some examples of dissemination channels are included in the   table below:

Dissemination channels	What kinds of knowledge products are they suitable for and what stakeholders can they reach?
Media • Newspapers • Radio • TV • Podcasts	• Newspapers are useful to reach a wide audience with general information about the project, about a particular activity or about particular results. They can also be used to publicise project events. Project staff can write articles themselves or circulate press releases with the information they wish to share. • Radio and TV are opportunities for project staff to give interviews about the activities of the project, to reach beneficiaries and the wider public, and, on TV, to disseminate video of project activities.

	- Journalists working on all traditional media platforms can be invited to visit the project or report on project events. - Sharing links with webteam@ifad.org or your KM regional officer will also help amplify the outreach. - Simple and free podcasting methods are available online or by simply integrating them in simple interviews with stakeholders or recording of discussions that can be disseminated to a wider audience
Online - Blogs - Project websites - News websites - Thematic websites - Online communities of practice/networks	There are many online channels for disseminating project knowledge products. The appropriate one should be selected based on the target audience and the type of product. Some will be more suitable for general information and others for more detailed technical information. - Expert blogs provide technical insights (supported as much as possible by evidence) in a non-technical manner on practices that advance understanding on how SDGs can effectively be achieved in rural areas (see template) – they create visibility on ifad.org and can be referenced in other websites - Project, news and thematic websites provide a 'one-stop-shop' space for recognition and identity as well as visibility of your activities, repository of results, success stories, audio and visual and information to the general public - Online communities of practice and networks allows groups of people with the same interests to exchanges experiences and contribute to helping their peers and encourage the spread of good practices across different regions and thematic areas (link to CoP space on the weebly)
Social media - Social media (e.g. Facebook , Instagram, YouTube, Twitter) - Mailing lists	- Social media are valuable for sharing small amounts of information – photos, videos, project news, notification of project events, mini campaigns and to provide links to places where project knowledge products can be found. See the IFAD Communications Toolkit for further guidance [LINK] - They also create opportunities to develop a community of people around the project from beneficiaries to partners to IFAD staff who are excited to hear news about the project and to get information on its activities and amplify posts to larger audiences - Social media groups are also an effective way to share experiences by joining an online group to support each other by posting and amplifying messages through impressions and comments to followers and open audiences. [see FIDAfrique example] - The project should collect contact details of stakeholders and partners and include them in project mailing lists which can be used to communicate useful and interesting information about the project. This can be done at events,

	workshops or training sessions and through the project website.
	• The webteam@ifad.org or your KM focal point can also help in disseminating your posts with the IFAD accounts, as and when appropriate.

Events
  • International and National events (incl. side events workshops)
  • University lectures
  • Regional calendar of events
	• Face-to-face events create the space for publication authors or project representatives to launch or present the findings and results and allow audience to interact and ask questions.
	• They also allow academia to also participate in learning exchanges with other professionals (these can include training clinics)
	• Regional workshops are also a good way to disseminate publications such as annual stakeholders meeting and stocktakes

4. EVENTS

Events are opportunities to share knowledge and knowledge products, and of course, they often result in generation of new knowledge. Workshops and meetings with the project participants can be excellent opportunities to gather local perspectives, feedback and promote engagement in project activities, discussion and knowledge exchange. Share fairs or learning events at local or national levels with Government staff and project partners can be opportunities to launch new knowledge products, to share project success stories and lessons learned, to convey policy relevant messages to decision makers or build high-level support for project activities. Capitalization workshops are opportunities to discuss, analyse, document and share lessons from project activities, and can generate specific knowledge products. The effectiveness of such events can be assessed by using simple tools, such as feedback forms.

Events	What can they contribute to project KM goals and objectives?
• Workshops • Seminars • Learning events • Share fairs • Project learning days • Experience capitalization workshops • Field and exchange visits • Study tours • Exchange visits • Conferences • Thematic groups • Project reviews • Knowledge products launch events	• Each of these events brings a set of stakeholders together as an audience for sharing of knowledge products, as producers of new knowledge and as providers of feedback. Learning events could for example support policy engagement, or direct engagement with stakeholders. • They can also be great opportunities for scouting and identifying new topics for knowledge products and for discussing KM needs with stakeholders to ensure the project KM plan is serving their needs. • The occurrence of each of these events would also be an opportnity to prepare a knowledge product about the event itself-a blog post, a newspaper article, photos, videos and interviews to share o social media etc. • Exchange visits and field trips can be important opportunities to take members of the target group to see activities in other project areas or even in other countries, and field trips can also be organized for partners, government officials and donors to see the activities of the project and raise their awareness of what the project is doing.

BRINGING IT ALL TOGETHER

The table below gives some examples of how targeted knowledge products can contribute to achieving project KM objectives.

Examples of KM objective	Stakeholders/ target audiences	Knowledge products	Dissemination channels/ events	Useful partnerships
Influence policy	• Government bodies • Key decision makers • Donors/ development partners	• Studies • Policy briefs • Evidence-based lessons learned on successful approaches • Pictures and videos	• Seminars • Roundtable discussions • Policy working groups • Social media • Expert blogs	• Universities • Relevant NGOs • National-level associations of interest groups (i.e. Agricultural Cooperatives Association) • Journalists
Strengthen project implementation	• Project team • Staff of implementing agency and of other similar projects • Implementing partners and service providers	• Lessons learned • Documented good practice & innovations • How-to-do-notes • Guidelines • Local knowledge briefs	• Project learning days • Sharefairs • Project website • Workshops • Training sessions	• Project staff • Technical experts (consultants or staff of line ministries / extension centres) • Local people
Contribute to body of knowledge on project themes	• Government Ministries and agencies • Decision makers • Academics	• Studies • Journal articles • Lessons learned • How-to-do-notes	• Thematic websites • Communities of practice • Learning events, seminars, conferences • Academic journals • Expert blogs	• Universities • National and international research centres
Share project knowledge with local community	• Local communities • Target groups	• Newsletters / circulars • Posters / leaflets / maps • Video, animations, cartoons • Facebook pages / project website • Project briefs	• Start-up workshops • Interactive awareness-raising events • Local media / social media • Field visits • Mailing lists	• Local journalists • Project staff • Community organisations • Local NGOs • Local schools